



City of Benson, Arizona
Strategic Plan

Mayor and Council
Planning Retreat
October 8, 2009

EXECUTIVE SUMMARY

The City of Benson, Arizona had engaged Brent L. Davis of Brent L. Davis & Associates to act as a consultant and facilitator at their annual retreat for the Mayor and Council which was held in September of 2005 with follow-up meetings in November and December. Prior to that retreat, the facilitator privately interviewed members of the Mayor and Council and the City Manager. In addition, several meetings were held with the City Manager and the Consultant attended one City Council meeting in Benson.

In attendance at the retreats at one time or another were the Mayor of Benson, George Scott, Vice Mayor Jeannine Hamilton, and City Council members Toney King, John Lodzinski, Lori McGoffin, Kathy Suagee, and Mark Fenn. The meetings were held at the Benson Public Library and at the Benson campus of Cochise Community College. Meetings were open to the public and press.



The format of the retreats was simple. The facilitator lead the group through a self examination process identifying participant's perceptions of where the City of Benson was TODAY and where they thought it should head in the future.

The next process involved identifying issues through the use of the collaborative planning process. By grouping issues, specifically identifying the characteristics of the groups, naming the groups, and then proceeding to use the groups to identify goals, the retreat then focused on "word smithing" those goals for 2006.



Following the statement of those goals, the group was asked to begin to set objectives and identify strategies which would allow the objectives and goals to be reached. Finally, although time did not permit a thorough examination, general discussion was held about responsible parties and timelines were developed. The task of identifying the actual strategies, timelines and responsible parties was delegated to the Consultant and City Manager. These individuals met during January – March, 2006 and developed the first DRAFT of the Strategic Planning Report.

The Report was presented to the City Department Heads on April 12, 2006 at a meeting held at the Turquoise Hills Golf Club in Benson.

Following the presentation of the DRAFT report, the facilitator prepared the FINAL DRAFT of the report and the Mayor and City Council met again on May 15, 2006 to finalize the 2006 plan. This report reflects the results of all meetings and is meant to serve as a blueprint for the City of Benson as it moves into the future. On June 15, 2006, the City of Benson Mayor and Council unanimously adopted this document as Benson's first ever strategic plan!

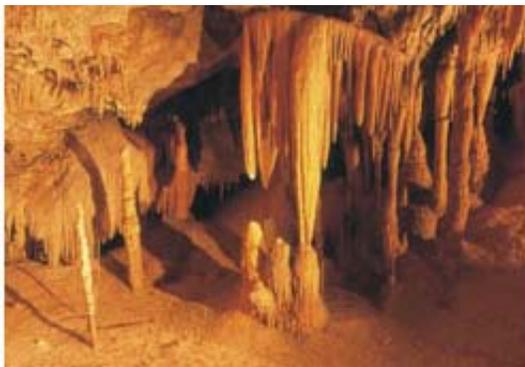


On October 8, 2009, the Mayor and Council held a Retreat to discuss the City of Benson's Strategic Plan. This meeting was attended by Mayor Mark M. Fenn, Vice Mayor Toney King, Sr. and Councilmembers Jo Deen Boncquet,



David Lambert, John Lodzinski, Lori McGoffin and Al Sacco. At this meeting, Council discussed each goal set by the previous Council and reviewed the objectives and strategies to achieve those goals. In many instances, the goals set by Council were completed, such as the installation of a City pool. As Council reviewed each goal, it was decided that Department Heads would play a larger role in the development of objectives and strategies to realize the overall goals set by Council.

In order to achieve this, the Department Heads will examine the goals set by Council for their department. They will then submit a report, detailing department accomplishments in the current fiscal year and defining strategies for the coming year that can be integrated into the Strategic Plan. These reports will be done on an



annual basis and will be presented to

Council by March 1. This will ensure Council has enough time to review the reports and update the Strategic Plan, as needed. The Strategic Plan will then be approved as an appendix to the Budget. This will make sure the plan is up to date, reflecting the Council's current goals. The Strategic Plan can then remain a blueprint for the City, as it continues moving into the future.

VISION STATEMENT

The Mayor and City Council of Benson have developed the following vision statement:



“Serving the people of Benson by effectively planning for growth, providing for a safe environment, quality transportation, reliable utilities, enhanced recreational opportunities, competent administration, a healthy business climate, a positive self-image cooperation with other levels of government, while maintaining fiscal responsibility.”



GOALS

The following goals were developed by the group...



Public Safety:

To provide a safe environment for our citizens by ensuring effective police and fire protection, quality emergency services and an effective local judicial system.



Transportation:

To develop a transportation plan that provides for an acceptable level of upgrade and maintenance of existing streets, integration of new routes to the system and development of public transportation.



Utilities:

To provide the community with self-sustaining, reliable, safe and economical utilities while making proper investments in infrastructure and incorporating plans for recycling and water conservation.



Administration:

To govern and administer city services with dedicated and cooperative elected leadership, professional and courteous staff and an informed electorate.



Recreation:

To develop and enhance recreational facilities for all ages and to promote community events for citizens and tourists.



IGAs:

To promote cooperative partnerships with federal, state and county governments and local health, education and welfare agencies in order to better serve the community.



Finance:

To insure a fiscally solvent city with a balanced budget, using traditional revenue sources, innovative financing and responsible fiscal management.



Image:

To present a positive image through public and private partnerships and citizen participation leading to civic pride.



Economic Development:

To encourage a healthy business climate by providing incentives to new and existing businesses while capitalizing on the unique characteristics of our environment.



Planning and Development:

To set parameters for planned growth by communicating with citizens and developers, promoting strategic annexation and growth policies and reasonable code enforcement.



City of Benson Strategic Planning Process

GOAL 1 – PUBLIC SAFETY

To provide a safe environment for our citizens by ensuring effective police and fire protection, quality emergency services and an effective local judicial system.

1. Establish a full time Fire Department as determined by the City's needs based on population, response times and geography

- A. Annual report from staff on the City's growth that occurred, how the needs from growth were met, the projected growth for the next year and how the City would meet those needs (Fire Chief)
- B. Utilize the staff report to determine changes and/or transitions to be made in the fire department to provide fire service to City residents. Changes may include personnel, equipment procurement, stations and/or substations (Mayor and Council)
- C. Analyze personnel, equipment and other costs related to changes as determined by Council
- D. Council action taken on any proposed changes as determined by Council



2. Continue to Procure state of the art equipment and train department personnel how to use equipment

- A. Analyze current and future equipment annually (Fire Chief)
- B. Prepare budget analysis, acquisition schedule, and training program (Fire Chief)
- C. Present total budget package annually and incorporate into the City's Capital Improvement Plan (Fire Chief)
- D. Vote on Capital Improvement Plan each year as part of the budget process (Fire Chief)

City of Benson Strategic Planning Process

- 3. To continue an ongoing training program for the Police Department personnel**
 - A. Receive a briefing on the current and anticipated training program (Police Chief)
 - B. Analyze and recommend future training schedule for police personnel (Police Chief)
 - C. Present financial plan, implications for continuance of training program (Police Chief and Manager)
 - D. Vote on any budget changes with the City's annual budget process (M/C)

- 4. Develop plan for building new law enforcement facility as determined by the City's needs based on population, response times and geography**
 - A. Annual report from staff on the City's growth that occurred, how the needs from growth were met, the projected growth for the next year and how the City would meet those needs (Police Chief)
 - B. Maintain the long term space needs analysis conducted by the Police Department
 - C. Review on an annual basis at minimum, the priority of and the possible properties (currently owned by the City or possible acquisition) for the construction of a law enforcement facility
 - D. Council action taken on any proposed changes as determined by Council



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5. Maintain competitive salaries of mid-level enforcement personnel

- A. Conduct an annual salary survey to determine competitive pay grades and salaries (Human Resources)
- B. Examine the salary surveys to determine salary disparities and determine recommended changes, if any, to salary grades and/or compensation and present findings to the City Manager (Police Chief)
- C. Present findings and recommendation to Mayor and Council as part of the City's annual budget process (Manager)

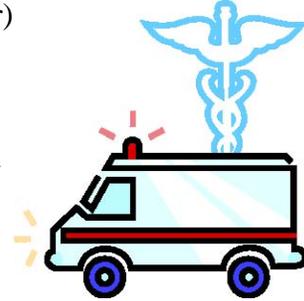
6. Establish and implement efforts to eradicate drug problem

- A. Analyze the possibility of creating a staff/citizen/school/church committee to identify current drug problems and issues in Benson and make recommendation to Mayor and Council for establishment and possible appointments to such a committee, if recommended (Police Chief & City Manager)
- B. Analyze the possibility of creating a citizens' patrol program and make recommendation to Mayor and Council for establishment (Police Chief & City Manager)
- C. Participate in task forces such as the GIITEM squad, to forward the City's efforts in eradicating gangs and/or drug problems (Police Chief)
- D. Examination of the criminal abatement statutes and the City Code resulting in a report to Mayor and Council with recommendation of changes, if any, to the City Code to ensure City administration has the proper tools to assist with eradication and abatement of drug activity (City Attorney)

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7. Continue private company service for emergency response with effective 911 service, seeking ways to improve or enhance responsiveness

- A. Brief and update Mayor and Council, staff and citizens on current program of emergency services for Benson (Provider)
- B. Consider forming a Liaison Committee to encourage communication between City of Benson and provider OR alternatively, have the provider provide regular reports to the Mayor and Council
- C. Analyze effectiveness of 911 service to Benson (Provider, Fire Chief and Police Chief)
- D. Contact other entities, such as the Mescal Fire Department, and negotiate to provide dispatching services, which would enhance responsiveness to the community without additional expenditures, if possible (Police Chief, Fire Chief and City Manager)
- E. Make presentation to committee, Mayor and Council and citizens regarding any options for changes to improve 911 service, if needed by May, 2007 (Provider)
- F. Analyze any budget implications and legal issues relative to any changes, if suggested for inclusion into the City's budget (Manager, Fire Chief and Police Chief)



8. Develop emergency response plan, refine and educate public

- A. Analyze overall preparedness of Benson in conjunction with Cochise County for any regional emergencies, including terrorism, chemical spills, pandemics and the like to include information on temporary shelters in the community (Fire Chief, Police Chief, Sheriff, Hospital, Schools, Civil Defense, etc.)
- B. Brief City Council and community on the results of this analysis (City Manager)
- C. Continue annual briefings to the community and Mayor and Council by agencies involved with emergency preparedness (Agency Representatives)

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9. Study court system to determine best use of local resources

- A. Examine current IGA with Cochise County for a joint magistrate court (City Attorney, Manager and County Representatives)
- B. Analyze report and make presentation to Mayor and Council on any recommendations for changes to the agreement prior to renewal (City Attorney and Manager)
- C. Change the IGA to reflect recommendations as per agreement with County (City Attorney, County Attorney and Manager)
- D. Implement any budgetary changes if needed, in the City's annual budget (M/C)



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GOAL 2 – TRANSPORTATION

To develop a transportation plan that provides for an acceptable level of upgrade and maintenance of existing streets, integration of new routes to the system and development of public transportation.

1. Develop a streets and routes plan (repair, replace, and build) mass transit and bikeways

- A. Complete a plan for street repair to address priority, drainage, utilities, method of repair, possible installation of sidewalks, and a cost analysis (Public Works Director/City Manager)
- B. Present plan to Mayor and Council for approval (Public Works Director/City Manager)
- C. Investigate funding options, such as bonds, property taxes and assessment districts (Finance Director/City Manager)
- D. Present financing options to Mayor and Council for further direction, which may include public surveys
- E. Develop policy to establish property maintenance responsibility from the curb in to the property (City Manager)
- F. Review mass transit program annually to ensure an effective, viable program and incorporate any changes as determined by Mayor and Council to the program and to the City's budget (Finance Director, City Manager, Mayor and Council)



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- 2. Develop a central core plan for downtown development including transportation, parking, new retail, business, pedestrian and new government facilities**
 - A. Review plan for city facilities development including city owned property (M/C)
 - B. Contact ADOT regarding the placement of parking lot signs on 4th Street (City Manager)



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GOAL 3 – UTILITIES

To provide the community with self-sustaining, reliable, safe and economical utilities while making proper investments in infrastructure and incorporating plans for recycling and water conservation.

- 1. Monitor the rates of all the utilities to ensure these funds remain solvent, as well as the need to build a surplus in the funds to replace the infrastructure as needed**
 - A. Review rate structure and present findings to Mayor and Council for action (Public Works Director, Finance Director)
 - B. Upon Council action, execute all necessary and required steps to implement rate structure, including public hearings, publications, administration of billing system and other procedures
- 2. Continue to monitor wastewater infrastructure and capacity issues at current sewage plant and develop a plan to expand system with a trigger mechanism**
 - A. Continue to monitor and examine wastewater lines and inform Council to determine implementation of infrastructure improvement programs that may include Ocotillo Road
 - B. Review operations for capacity and proposed developments to determine the implementation of Phase II construction (Public Works Director, City Manager, Mayor and Council)
 - C. Upon implementation of Phase II construction approval by Mayor and Council, complete procurement process and contract with engineering company to review engineering design of Phase II and identify any issues of plans such as new available technology (Public Works Director)
 - D. Adopt engineer's recommendations (M/C)
 - E. Revise CIP to reflect recommendations (M/C)
 - F. Integrate plant infrastructure needs with rate studies and funding alternatives (Manager, Finance Director and Public Works Director)

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- G. Revise and update rate structure to accommodate recommendations of the revised CIP on an ongoing basis (Manager and M/C)
- H. Adopt updated rate structure and fee schedules and implement CIP (M/C)

3. Develop a plan for distribution of reclaimed water

- A. Review feasibility and design of reclaimed water system (Manager & Public Works Director)
- B. Upon Mayor and Council approval to implement a reclaimed water system, meet with stakeholders to seek input on potential system
- C. Accept plan for distribution of reclaimed water (M/C)
- D. Revise CIP to reflect recommendations for distribution of reclaimed water (M/C)



4. Continue to use outside vendor for solid waste collection while creating and coordinating recycling efforts

- A. Continue to report and inform Mayor and Council and citizens on operations of solid waste collection system and dates of holiday schedules through advertisements and utility billings
- B. Review costs associated with solid waste collection, examine rate structure and adjust accordingly (Manager, Finance Director and M/C)
- C. Promote the recycling efforts of the Cochise County Solid Waste System to raise citizens awareness (Manager and M/C)



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- 5. Analyze natural gas operations for improvements to existing system and analyze possible sale.**
 - A. Review and approve City administration's recommendation for continued operational viability and capital improvement requirement for natural gas operations (Manager and Public Works Director)
 - B. Provide necessary funding sources, including appropriate rate adjustments to fund the natural gas system's need (Manager and M/C)
 - C. Engage financial consultant to study short and long-range implications of City ownership of all utilities by June, 2007 (Manager)
 - D. Present results of study to Mayor and Council by December, 2007 (Consultant)
 - E. Adopt recommendations of financial consultant and implement plan for continued operations or sale by June, 2008 (Consultant)



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GOAL 4 – ADMINISTRATION

To govern and administer city services with dedicated and cooperative elected leadership, professional and courteous staff and an informed electorate.

1. Continue and expand Employee Council activities

- A. Continue to support time and contributions to Employee Council throughout the year, ongoing (Manager or Designee)
- B. Develop and present for approval, an employee recognition program to recognize employees for their service years

2. Employee Development through training opportunities, standard operating procedures and manuals

- A. Seek training opportunities for employees to complete, if possible, these would include outside training resources and the possible development of in-house training programs
- B. Review departmental cross-training opportunities and implement or continue cross training to keep employees up to date and allow for improved customer service
- C. Continue to develop rules, regulations, forms, check lists, standard operating procedures and manuals to provide consistency in each department and to further enhance customer service through the continuation of service in the event of employee absences

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3. Continue to improve internal communication efforts including internet communication

- A. Solicit feedback from Mayor and Council and community as to desires, needs and wants on an annual basis (Clerk)
- B. Continue with web page improvement and encourage department updates and feedback (Webmaster)
- C. Analyze possibility of including GIS system on Internet for staff and public use



4. Continue to educate City leadership on current issues

- A. Continue “City Manager’s Commentary” for weekly updates throughout 2006 (Manager)
- B. Continue to provide newspaper, magazine, web and other periodicals on topics relevant to City operations throughout 2006 (Manager)
- C. Establish annual goal-setting, planning and evaluation session emphasizing teamwork/leadership strategies on an annual basis through a Council Retreat
- D. Include annual written reports to Mayor and Council by March 1 from City Department Heads to inform Council of goals and objectives that had been accomplished in the current year and what the plan would be for the coming year as well as long-term goals, which can be utilized by Council to update the City’s Strategic Plan (City Department Heads and Manager)
- E. Review and amend the City’s Strategic Plan to be approved as an appendix to the City’s budget



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GOAL 5 – RECREATION

To develop and enhance recreational facilities for all ages and to promote community events for citizens and tourists

1. Continue to Develop and maintain recreation opportunities and a swimming pool program

- A. Continue coordinating efforts with the school system to provide recreation programs and activities (Recreation Coordinator)
- B. Consider and examine opportunities to expand service to provide after-school programs and activities (Recreation Coordinator)



2. Provide additional sports fields, parks and biking/hiking trails

- A. Review parks and recreation master plan and amend to incorporate Council directives and actions, including a multi-purpose facility that would not only be used for Butterfield Stage Days, Bluegrass in the Park, the 4th of July celebration, but possibly drawing other activities, bringing the plan to Council for approval (Manager and Parks Recreation Director)
- B. Examine Softball areas for potential improvements, including the possible installation of screening between the softball fence and the playground area
- C. Examine Soccer areas for potential improvements, including the possible installation of fencing behind the goals



City of Benson Strategic Planning Process

3. Create a committee to examine and establish park policies, procedures and park fees

- A. Examine parks costs for lights, cleaning ramadas and possible installation of additional screening and fencing
- B. Seek funding opportunities for improvements, additional equipment, screening and fencing and lighting controls
- C. Examine all sports League fees from other communities and determine recommendation to Council for all League Fees for park use and lighting
- D. Examine fees and processes for private ramada reservations in other communities and determine recommendation to Council for ramada reservation process, fees and deposits

4. Examine, on an annual basis, the needs of the Benson City Library

- A. Issue report to City Manager on needs of Benson Library, including acquisitions and personnel, (City Librarian)
- B. Analyze and make recommendations to the Mayor and Council on Library needs including facility parking and future expansion, to include the use of and recommendation for, the City property located adjacent to the library currently leased by the Benson Unified School District and the Food Bank (Manager)



City of Benson Strategic Planning Process

GOAL 6 – IGAs

To promote cooperative partnerships with federal, state and county governments and local health, education and welfare agencies in order to better serve the community

1. Maintain and expand relationship with Cochise County in the areas of fleet maintenance, roads, landfills/recycling and water policies

- A. Prior to expiration, identify all current IGAs for effectiveness, validity and tenure throughout the year (Manager, City Attorney & Dept. Heads)
- B. Submit recommendations as to modifications, deletions, or new opportunities on a continues basis (Manager, City Attorney and M/C)
- C. Work with Cochise County on changes to IGAs or new IGAs or elimination of IGAs, identify appropriate language for agreements on an ongoing basis (Manager, City Attorney)
- D. Submit report to Mayor and Council as needed (Manager)
- E. Approval of report on IGAs as appropriate (M/C)



2. Expand joint opportunities with Benson Unified School District in areas of recreation, housing development and fees imposition

- A. Continue to meet with Benson Unified School Superintendent and his staff to evaluate current IGA and other opportunities throughout the year (Manager and Dept. Heads)
- B. Upon agreement, submit new IGAs for approval as needed (M/C)

3. Establish relationship with St. David and Pomerene School Districts

- A. Continue to meet with the St. David School Superintendent and his staff and the Pomerene School Superintendent and his staff to evaluate current IGA opportunities and other opportunities throughout the year (Manager and Dept. Heads)
- B. Upon agreement, submit new IGAs for approval as needed (M/C)



City of Benson Strategic Planning Process

4. Establish liaison relationships with local hospital, Union Pacific, Kartchner Caverns, Cochise College and the State of Arizona

- A. Meet with local agencies, businesses, tourist attractions and governmental agencies and their staff to promote mutual interest throughout the year (Manager, Dept. Heads and Mayor)
- B. Keep Mayor and Council advised of meetings for possible attendance as needed (Manager)
- C. Communicate results with Mayor and Council of opportunities and challenges as needed (Manager)



City of Benson Strategic Planning Process

GOAL 7 – FINANCE

To insure a fiscally solvent city with a balanced budget, using traditional revenue sources, innovative financing and responsible fiscal management

1. Develop a plan for submitting long term debt obligations to voters in to invest in capital improvements

- A. Update, approve and communicate CIP (Manager, Finance Director and M/C)
- B. Identify and evaluate other specific projects, that would require long term debt obligations, including the cost of each project, including maintenance programs and costs to prolong the life of the project, if needed
- C. Examine survey methods and select the method to gather input from the citizens to determine the public will regarding the specific projects and may include prioritizing the projects
- D. Submit to voters for election, if required (M/C)



2. Continue to develop the simplified budget monitoring process for Mayor and Council and voters

- A. Review budget monitoring process for any improvements on an annual basis (Finance Director)
- B. Integrate an entire City budget to the process
- C. Continue to present the CIP with the budget for supporting documentation
- D. City's Strategic Plan will be an appendix to the budget
- E. Continue reports on monthly basis at City Council meetings on City's financial position throughout the year (Finance Director)

City of Benson Strategic Planning Process

3. Continue to identify potential new revenue sources that have little or no impact on current residents, seeking grant funding opportunities to pursue

- A. Investigate alternative new revenue sources (Manager, Finance Manager and Dept. Heads)
- B. Present report to Mayor and Council (Manager and Finance Director)
- C. Council considers report, seeks public input and identifies new funding sources for consideration in new budget cycle (M/C)
- D. Council approves selected recommendations (M/C)

4. Use consultants when outside expertise is needed

- A. Identify needs for expertise in various City functions on an ongoing basis (Manager and Dept. Heads)
- B. Authorizes RFPs of other procurements contracts as requested or needed on an ongoing basis (M/C)
- C. Recommendations of Consultant presented to Mayor and Council as needed (Consultants)
- D. Implement consultant findings as approved and needed (M/C)

City of Benson Strategic Planning Process

GOAL 8 – IMAGE

To present a positive image through public and private partnerships and citizen participation leading to civic pride

1. Continue to develop and invest in landscaping and beautification efforts

- A. Seek landscaping and beautification opportunities by working with community groups and through staff involvement on an ongoing basis to possibly include a foliage purchase and dedication program (Parks and Recreation Director)
- B. Continue to meet and work with Benson Clean & Beautiful Committee on programs, grants and projects dealing with beautification efforts on an ongoing basis (Parks and Recreation Director and Public Works Director)
- C. Continue contact with ADOT to determine property ownership along 4th Street and Ocotillo Road to enable the City to investigate the possibilities of beautification efforts on those properties
- D. Consider City funding in CIP for landscaping and beautification efforts (M/C)



2. Facilitate redevelopment of the Arnold Hotel block and other historical areas through façade grants and other programs

- A. Develop and offer cooperative programs to encourage existing property owners to develop and rehab historical properties on an ongoing basis (City Historical Commission)
- B. Submit any programs and grant opportunities to the Mayor and Council for approval (City Historical Commission)
- C. Approval, including identification of funding, for any program related to a rehabilitation/reuse focus as needed (M/C)



City of Benson Strategic Planning Process

3. Market the City's logo by integrating it into all City assets

- A. Design the Police Department cars to incorporate the new logo, giving a less generic look to them (Police Chief)
- B. Sell retail merchandise at the Benson Visitor Center that contains our City logo and other City merchandise, reviewing sales to determine the items to be sold



4. Encourage the development of a tourism area featuring arts, antiques and restaurants

- A. Engage Benson Visitors Bureau to consider spearheading efforts to focus on Benson's tourism attributes, including possible redevelopment of Benson Lumber Company into tourism/shopping complex during 2006-2007 (M/C)
- B. Examine other tourism related opportunities such as Apache Nitrogen legacy, San Pedro and Southwestern Railroad and others during 2006-2007 (M/C)



5. Examine and develop a special building code which fosters development adjacent to City Hall to provide for future amenities

- A. Consider options to current building code to recognize the unique character and opportunities of older buildings that would encourage redevelopment by December, 2007 (Community Development Dept.)
- B. Examine codes in use in other communities that may meet the needs of "Old Benson", evaluate those codes and determine appropriate use in the City by June, 2008 (Community Development Dept.)
- C. Submit a report to Mayor and Council with public hearings and expert testimony for approval by December, 2008 (Community Development Dept.)
- D. Approval of new "remodel" code and implementation by February, 2008 (M/C and Community Development Dept.)

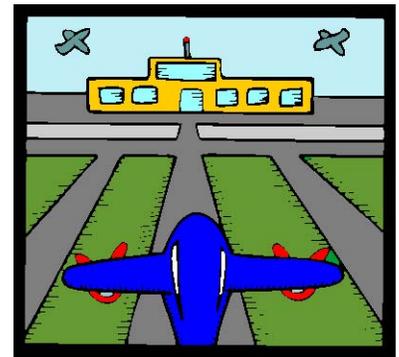
City of Benson Strategic Planning Process

GOAL 9 – ECONOMIC DEVELOPMENT

To set parameters for planned growth by communicating with citizens and developers, promoting strategic annexation and growth policies and reasonable code enforcement

1. Encourage development of new hangars at the airport

- A. Insure that the Airport Master Plan and Airport Layout Plan substantiates the need for additional development including, but not limited to, new hangars (Consultant)
- B. Prepare report and submit to Mayor and Council (Consultant)
- C. Submit report to FAA and ADOT for approval (Consultant)
- D. Upon approval by FAA, ADOT, prepare real estate development specifications for implementation (Manager)
- E. Issue RFP, select developer and authorize construction contracts and proceed (Manager and Finance Director)



2. Use zoning control and land acquisition to protect the airport for future growth

- A. Ensure that zoning control and land acquisition is part of the Airport Master Plan by the creation and approval and implementation of an airport overlay encroachment district (M/C)
- B. Enforcement of airport overlay zone on ongoing basis (Manager)

3. Provide appropriate utilities for future development at airport

- A. Develop engineering and cost estimates for utility installation (water, sewer, gas telecommunications, electricity and roadway access) at airport (Consultant)
- B. Incorporate utility costs into CIP
- C. Approval of CIP and funding for airport improvements (M/C)

City of Benson Strategic Planning Process

4. Review the Benson Economic Development Subcommittee

Task the Benson Economic Development Subcommittee (EDSC) with examining economic development organizations to ensure that they are able to accommodate economic development work programs and projects.

Issue report to Mayor and Council on organizations

5. Develop, refine and promote a nature trail along the San Pedro and other places

A. Promote and enhance nature trails along San Pedro River as appropriate on an ongoing basis (Director of Parks & Recreation and Visitors Bureau)



B. Enhance marketing opportunities with Cochise County Tourism Council for passive recreational opportunities as identified on an ongoing basis (Director of Parks & Recreation and Visitors Bureau)

6. Direct tourism based revenue into promotion of Benson and continue working with the Benson/San Pedro Valley Chamber of Commerce to further efforts to promote Benson

A. Evaluate the financial capacity of the bed tax to support tourism based marketing programs and facilities (Finance Director)

B. Prepare report balancing tourism related income with tourism promotion and facilities development and maintenance (Finance Director)

C. Present report to Mayor and Council on options including consideration of bed tax increases with designation to revenues to tourism (Finance Director)

D. Approve report and any changes in bed tax rate (M/C)

E. Continue the partnership with the Benson/San Pedro Valley Chamber of Commerce, assisting with events and other projects as directed by Mayor and Council and City Administration

City of Benson Strategic Planning Process

GOAL 10 – PLANNING & DEVELOPMENT

To set parameters for planned growth by communicating with citizens and developers, promoting strategic annexation and growth policies and reasonable code enforcement

1. Hire a Planning & Zoning Director

- A. Examine need, availability and costs (Manager & Dept. Heads)
- B. Consider position in conjunction with the annual budget process (Manager, Finance Director)



2. Develop specific plans for downtown, Highway 80 and Highway 90

- A. Negotiate with ADOT terms and conditions of improvements and/or changes to Highways 80 and 90 (Manager)
- B. Report to Mayor and Council on the proposed IGA with State of Arizona ADOT (Manager)
- C. Hold public hearings and seek public input on proposed changes (M/C)
- D. Approve IGA with State of Arizona and implement changes (M/C)
- E. Include, when possible, any planning changes to downtown as per downtown revitalization efforts, consultant findings and other redevelopment proposals as needed
- F. Discuss the possibility of the acceptance of 4th Street from ADOT



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3. Re-examine and re-focus the Community Development Department to be more customer friendly while following standardized policies and procedures

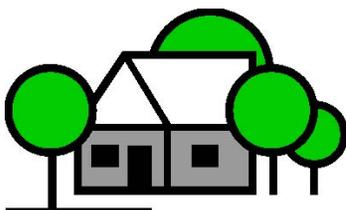
- A. Continue with customer service questionnaire and survey program to evaluate staff response, knowledge and helpfulness (Manager)
- B. Encourage feedback from public on City of Benson webpage and e-mails on ongoing basis (Manager and Webmaster)
- C. Continue customer service training programs for staff on an ongoing basis (HR Dept.)

4. Establish a regular meeting between developers and representatives from staff

- A. Continue weekly or bi-weekly meeting with developers on an ongoing basis (Manager and Dept. Heads)
- B. Encourage specific meetings and/or communications with specific stakeholders on specific issues on an ongoing basis (Manager)

5. Develop a compendium of policies and procedures on growth and development

- A. Develop and approve a comprehensive policy on growth management and development (Manager)
- B. Evaluate and update policy to reflect new opportunities and/or issues on at least an annual basis in November of each year (Manager and M/C)



City of Benson Strategic Planning Process

6. Encourage economic development through incentives to lower or eliminate utility connection fees, permit fees, plan check fees, impact fees, construction sales tax, etc.

- A. Examine possibility of implementation of policies that would lower or eliminate fees (City Attorney)
- B. Make recommendations to Mayor and Council (Manager)
- C. Approval of any policies, programs, codes and/or fee structures related to economic development (M/C)

7. Examine low interest or grant programs for affordable housing

- A. Consider creating a liaison with the Benson Housing Coalition with private, Cochise County and State housing organizations to identify needs and solutions for affordable housing in Benson (M/C)
- B. Submit report and implement programs for affordable housing development as determined, approved and directed by Council action taken, if any (M/C)

